

**Joint Committee**  
**28th February 2011**

**WRS Service Plan 2011/12**

**Recommendation**

Members endorse the approach described in this plan and the type of activities that officers have highlighted as key for the coming year.

**Contribution to  
Priorities**

The Service Plan outlines the way in which the service's activities link into local priorities, particularly around local sustainable community strategies.

**Introduction/Summary**

The purpose of this report is to introduce the Service Plan for 2011/12 to members. The plan is designed to provide members with a picture of the operating environment within which the service operates and the main factors impacting on service delivery. Financial details of the budget for the coming years are included along with tables of activities that address the service's key priorities.

**Background**

Following its inception in June 2010, the Regulatory Service has continued to deliver each of the service plans adopted by the seven partners. Performance against these plans is reported separately. A decision was taken early on to create a single service plan for the whole service, encompassing all of the activities previously undertaken by the partner organisations. The plan covers 3 years, but with the majority of content covering 2011/12. This is due to the potential impact of the Transformation process on the service, which could result in a radical re-design of what and how services are delivered.

## Report

The attached Service Plan should provide members with a clear picture of the challenges faced by the Regulatory Service in the coming years and how the service intends to deal with these.

The plan opens by painting a picture of the operating environment that the service works within. It focuses on both the national and local developments and outlines a number of the potential impacts that could influence the service. The service's financial arrangements are explained. There is a report to this Committee that proposes a revised budget for 2011/12-2013/14. Once approved this statement of budget will be included in the service plan. The plan then outlines the Service's priorities (previously agreed by the Committee,) and shows their links back to the community strategies of the partners. The activities to deliver against the priorities are identified in Appendix 2, with the service standards for customers appearing in Appendix 3.

The new structure is described, with a chart at Appendix 4, and the need for wide ranging cross training to ensure maximum officer flexibility is highlighted. The key partners required to deliver the plan are identified and issues that could hamper delivery are covered in the section on risk. Appendix 6 is a SWOT analysis highlighting some of the potential problems. The plan also includes a commitment to develop a business continuity plan to ensure that the service can deliver what is essential in the event that significant, foreseeable problems should arise.

The plan indicates that the potential impact of the transformation process cannot be underestimated. The Systems Thinking approach is very different from the traditional approach to managing local authority services and will require a significant change of culture for all involved. Officers are relying on the adoption of this approach to help them change the service, making it more cost-effective and customer focused. Members and Senior Managers will be involved in the process from the beginning so they clearly understand the underlying approach to the change process. Details of the transformation plan are included at Appendix 7.

## Financial Implications

Financial arrangements are included in the plan together with the revised budget reported separately to this meeting. Failure to deliver within the budgetary allocation would have implications for the service going forward and partners.

## Sustainability

## Contact Points

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## Background Papers